

THESIS INFORMATION PAGE

Doctoral thesis title:

THE INFLUENCE OF WORK MOTIVATION ON JOB PERFORMANCE THROUGH THE MEDIATING ROLE OF WORK BEHAVIOR AMONG EMPLOYEES OF JOINT STOCK COMMERCIAL BANKS IN THE MEKONG DELTA REGION

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1. THESIS ABSTRACT

This study aims to determine the influence of Work Motivation on Job Performance through the Mediating Role of Work Behavior. Work behavior is represented through Organizational Citizenship Behavior (OCB), Innovative Work Behavior, and Counterproductive Work Behavior. Drawing on theoretical foundations such as Maslow's Hierarchy of Needs Theory, Two-Factor Theory, ERG Theory, Equity Theory, Expectancy Theory, Job Characteristics Theory, Need Theory, Broaden-and-Build Theory of Positive Emotions, and Social Cognitive Theory, the research proposes a comprehensive model. In this model, Salary and Benefits, Job Characteristics, Training and Promotion, Relationships at the Bank, and Working Conditions are expected to influence Work Motivation. In turn, Work Motivation is expected to affect Organizational Citizenship Behavior, Innovative Work Behavior, and Counterproductive Work Behavior. These three behavioral components are hypothesized to influence Job Performance.

The data used in this dissertation were collected from a survey of 757 employees working at joint stock commercial banks in the Mekong Delta region. Analytical methods include scale reliability testing, exploratory factor analysis (EFA), confirmatory factor analysis (CFA), and structural equation modeling (SEM). The

results show that Salary and Benefits, Job Characteristics, Training and Promotion, Relationships at the Bank, and Working Conditions all contribute to enhancing employees' Work Motivation. Work Motivation positively affects Organizational Citizenship Behavior and Innovative Work Behavior, but negatively affects Counterproductive Work Behavior. At the same time, Organizational Citizenship Behavior and Innovative Work Behavior enhance Job Performance, while Counterproductive Work Behavior reduces it. These findings provide a crucial foundation for managerial implications aimed at improving employees' job performance in joint stock commercial banks in the Mekong Delta region. The proposed managerial implications include: (1) Improving salary and benefits policies; (2) Ensuring job-person fit; (3) Strengthening training and promotion opportunities; (4) Building cooperative relationships within the bank; (5) Enhancing working conditions; (6) Increasing work motivation; (7) Reducing negative work behaviors; (8) Promoting organizational citizenship behaviors; (9) Encouraging innovation at work.

2. THE THESIS NEW FINDINGS

Theoretical Contributions:

First, theories such as Social Exchange Theory, Maslow's Hierarchy of Needs, Two-Factor Theory, Equity Theory, Expectancy Theory, ERG Theory, Job Characteristics Theory, Social Cognitive Theory, Need Theory, Conservation of Resources Theory, and the Broaden-and-Build Theory of Positive Emotions have been widely applied in studies on Work Motivation, Work Behavior, and Job Performance. This research, conducted among employees of joint stock commercial banks in the Mekong Delta region, reaffirms that these theories remain relevant and applicable in the banking sector and within the Vietnamese context.

Second, previous empirical studies, both domestic and international, often examined Work Behavior in general terms or focused on individual or paired aspects of behavior (such as OCB, Innovative Work Behavior, or Counterproductive Work Behavior). This study, however, simultaneously investigates all three aspects, demonstrating that each is influenced by Work Motivation and affects Job Performance. Therefore, each of the related theories (mentioned above) holds meaningful explanatory value. This provides a more solid foundation for future empirical studies on Work

Motivation, Organizational Citizenship Behavior, Innovative Work Behavior, Counterproductive Work Behavior, and Job Performance.

Third, Work Behavior plays a mediating role in the relationship between Work Motivation and Job Performance. This finding adds to the theoretical model by illustrating how OCB, Innovative Work Behavior, and Counterproductive Work Behavior concurrently mediate the effects of Work Motivation, either enhancing or diminishing job performance outcomes.

Practical Contributions:

First, all 11 research hypotheses proposed in the model are supported. This means that Salary and Benefits, Working Conditions, Job Characteristics, Training and Promotion, and Relationships at the Bank influence Work Motivation; Work Motivation affects OCB, Innovative Work Behavior, and Counterproductive Work Behavior; and these behaviors, in turn, influence Job Performance. Furthermore, Work Behavior mediates the relationship between Work Motivation and Job Performance. Consequently, this research forms a theoretical framework connecting these three constructs (Work Motivation, Work Behavior, and Job Performance) that can be applied for evaluation and managerial decision-making at various banks and branches.

Second, based on the findings in Chapter 4, the author proposes several managerial implications to help joint stock commercial banks in the Mekong Delta (and Vietnam in general) improve employees' job performance. These include: developing organizational citizenship behaviors, fostering innovative work behavior, reducing negative behaviors, enhancing motivation, strengthening cooperation, improving working conditions, refining salary and benefits systems, ensuring job-person fit, and promoting training and career advancement. Bank managers can use these insights to design and implement suitable strategies.

3. THE APPLICATIONS IN PRACTICAL MATTERS AN FUTURE RESEARCH AGENDA

This study contributes to the development of a theoretical framework connecting Work Motivation, Work Behavior, and Job Performance, which can be applied for assessment in individual banks and branches. The proposed managerial implications (such as promoting OCB, encouraging innovation, limiting negative behaviors,

enhancing motivation, fostering cooperation, improving working conditions, refining compensation policies, ensuring job fit, and supporting training and career development) serve as practical guidelines for banks aiming to boost employee motivation, positive work behavior, and overall job performance.

Future research may expand to other regions such as the Southeast, Central Highlands, Central, and Northern Vietnam to test the generalizability of the theoretical model. Studies could also focus on specific banks or other sectors (e.g., healthcare, education, or public administration) to derive tailored solutions for each context.

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